

EFFECT OF JOB SATISFACTION ON WORK DISCIPLINE MEDIATED BY CONTINUANCE COMMITMENT

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Abstract

This study aims to navigate the effect of job satisfaction on work discipline mediated by continuance commitment. Proving the research hypothesis uses a non-parametric approach. The data used are the results of a questionnaire given to employees at one of the Private Banks in the city of Bandung with a sample of 54 employees. The survey was conducted directly by visiting one of the Bank's offices in Bandung City and randomly selected respondents who were willing to fill in the research questionnaire. The results of the study prove that there is an influence of job satisfaction on work discipline mediated by continuance commitment. The implications of the results of the study indicate that with a feeling of satisfaction with the work done will be able to improve the discipline of work that can be driven by continuance commitment owned by employees.

Keywords: *job satisfaction, continuance commitment, work discipline.*

Abstrak

Penelitian ini bertujuan untuk menintesis pengaruh kepuasan kerja terhadap disiplin kerja yang dimediasi oleh komitmen kontinue. Pembuktian hipotesis penelitian menggunakan pendekatan non parametrik. Data yang digunakan adalah hasil kuisioner yang diberikan pada karyawan di salah satu Bank Swasta di Kota Bandung dengan sample sebanyak 54 orang karyawan. Survey dilakukan secara langsung dengan mendatangi salah satu kantor Bank di Kota Bandung dan dipilih secara acak responden yang bersedia untuk mengisi kuisioner penelitian. Hasil penelitian membuktikan bahwa terdapat pengaruh kepuasan kerja terhadap disiplin kerja yang dimediasi oleh komitmen kontinue. Implikasi hasil penelitian mengindikasikan bahwa dengan adanya perasaan puas atas pekerjaan

yang dilakukannya akan dapat meningkatkan disiplin kerjanya yang dapat didorong oleh komitmen kontinue yang dimiliki oleh karyawan.

Kata kunci: kepuasan kerja, komitmen kontinue, disiplin kerja.

INTRODUCTION

The organization needs competent human resources to be able to provide excellent and valuable services. The organization is not only able to ensure customer satisfaction, but also has customer value orientation, so that the organization does pursue not only the achievement of high productivity but also the performance in the achievement process. The performance of each activity and individual is the key to achieving productivity because performance is an outcome where HR and other resources in the organization together bring the final results based on the quality level and standards that have set. The consequence is that organizations need human resources who have the expertise and abilities following the organization's vision and mission. (Sparrow, Shipton, Budhwar & Brown, 2016)

Here, human resources play a very vital role in carrying out organizational activities. Therefore every employee must have a high ability both knowledge and expertise in work so that it will produce a high performance as well. Work achievement is the ability of a person to achieve work results that are more prominent towards the achievement of organizational goals.

Job satisfaction and job performance are essential organizational variables to continue to be researched and studied, because they are closely related to various necessary processes in regulatory activities, including motivation, commitment, and employee turnover (Alegre, Mas-Machuca & Beregal-Mirabent, 2016). An individual can achieve a high level of job satisfaction and performance under certain conditions, but in other terms, he cannot perform it. Satisfaction shows the compatibility between a person's expectations of something with what he receives so that he can say that job satisfaction is different for each individual because each individual has differences in values, attitudes, behaviors, and motivation to work. Job satisfaction or dissatisfaction (Bowling, Khazon, Meyer & Burrus, 2015) individually employee based on a comparison between what employees receive with what expected, wanted, or thought by someone.

Kampkötter (2017), the perspective of someone who is both positive and negative about their work, results in feeling satisfied or not satisfied. Job satisfaction is an emotional state and the attitude of employees towards their work, which usually based on whether there is a meeting point or not between the value of employee work compensation from the organization with the level of remuneration desired by the employee.

Job satisfaction is an emotional expression that is positive or pleasant as a result of an assessment of a job or work experience. Job satisfaction influenced by a variety of interrelated factors. Although each element cannot be separated, with statistical analysis, these factors can be severed to provide clues as to the influence of these factors with job satisfaction influenced by employee commitment. If commitment grows for each employee, the employee will pay attention and carry out their duties properly, so that their performance will improve. According to Meyer & Allen (1990), commitment describes the underlying characteristics of a person and relates to the effectiveness of individual performance in his work. Mathieu, Fabi, Lacoursière, & Raymond (2016), with the existence of commitment, is a critical determining factor for someone in producing excellent performance. In a typical situation, commitment is a crucial determinant of organizational success.

Meyer & Allen (1991) states employee commitment is a sense of identification, loyalty, and involvement expressed by an employee of an organization or organizational unit. According to

Meyer, Allen & Smith (1993), employee commitment to an organization is a situation where the employee sides with a particular organization and its goals and intends to maintain its membership in the organization. Without commitment, it is challenging to expect active and in-depth participation from human resources. But engagement is not something that can be present, and engagement must be born. Therefore, the commitment must be maintained so that it continues to grow and exist within human resources. With the right methods and techniques, a good leader can create and improve commitment.

Furthermore, Mathieu, Fabi, Lacoursière, & Raymond (2016) stated that employee commitment could reduce the desire to break away from the organization or work unit. They tend to show high involvement manifested in the form of attitudes and behavior. Besides, employees who show a view of commitment will feel more pleased with their work, less time wasted at work, and less possibility to leave the work environment. The sense of attachment to philosophy and work units is likely to persist in work units will be higher than employees who do not have a sense of attachment to work units.

Work discipline also plays a significant role in encouraging employees to achieve optimal performance. Employees who have high control will be able to increase work productivity so that employee performance can be optimal as stated by Rivai & Sagala (2013) work discipline is a tool used to communicate with employees so that they are willing to change a behavior and as an effort to increase awareness and willingness to obey all the rules that apply in the organization. Furthermore, Hirschfeld & Feild (2000) states that work discipline is the implementation of management to reinforce organizational guidelines.

RESEARCH METHOD

The research method used in this study is quantitative. The sample used is an employee at a Private Bank in Bandung with a sample of 54 employees. The survey was conducted directly by visiting one of the Bank's offices in Badung City and randomly selected respondents who were willing to fill in the research questionnaire.

The operational variable in this study is employee satisfaction with instruments adopted from JDI. Continuance commitment variables were measured using instruments developed by Meyer & Allen (1991) while working discipline variables using theories from Rivai & Sagala (2013) consisting of 15 instruments. So the total instruments used were 39 statement items.

Before further analysis, the data is recapitulated from respondents and then tested for validity and reliability, which refers to the value of outer loading > 0.5 and AVE value > 0.7 and CA and CR > 0.7. The calculation results can be explained in table 1 below.

Table 1 shows several statement items that do not meet the requirements until excluded from the model. Eleven statement items have an outer loading value < 0.5, so there are 28 statement items left. Reliability results can be seen in Table 2 below.

Table 1. The validity of research instruments

Item	Satisfaction	Commitment	Disipline
Sat1	0.825		
Sat2	0.573		
Sat3	0.738		
Sat4	0.722		
Sat5	0.627		
Sat6	0.541		
Sat11		0.672	
Sat12		0.765	
Com1		0.686	
Com3		0.664	
Com4		0.623	
Com5		0.643	
Com6		0.607	
Com7		0.771	
Com8		0.672	
Com9		0.765	
Disc1			0.611
Disc2			0.589
Disc3			0.707
Disc4			0.569
Disc5			0.703
Disc6			0.568
Disc8			0.641
Disc10			0.609
Disc12			0.616
Disc13			0.605
Disc14			0.669
Disc15			0.663

Table 2. Research instrument reliability

Variable	CA	Rho_A	CR	AVE
Commitment	0.835	0.842	0.873	0.564
Discipline	0.862	0.868	0.887	0.598
Satisfaction	0.849	0.862	0.885	0.594

Table 2 above shows that the values of Cronbach alpha, Rho_A, and Composite Reliability > 0.7 and AVE values > 0.5 so that the model to test is valid and reliable. After testing the data quality, the next step is to calculate the path analysis using a non-parametric approach. The software used is Smart PLS 3. The calculation results see in table 3, which will explore in the discussion.

RESULTS AND DISCUSSION

Characteristics of respondents known that the age category of respondents dominated between 31 to 40 years, namely 37%, then the age range above 50 years is 33.3%, then the age of 41 between 50 years as much as 22.2% and the least age is under 30 years as much as 7.4%. Respondents by sex knew that the majority of respondents who became the study population were male. While respondents based on education categories can see that the majority of respondents have an education level of S1.

The overall data processing results described as follows:

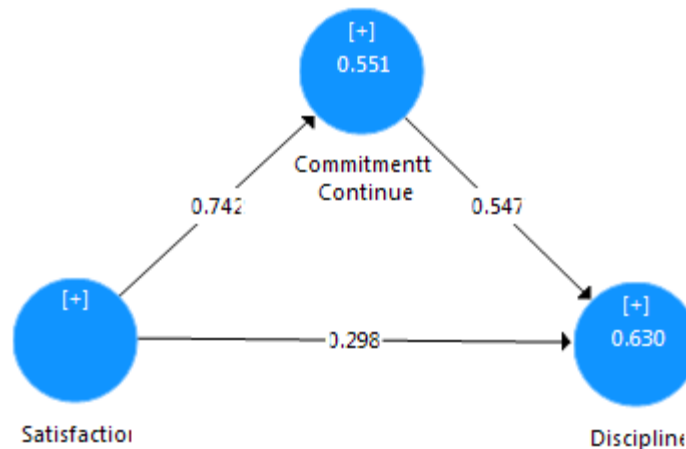


Figure 1. Results of Path Analysis calculations

Based on the path analysis, it known that there is an effect of satisfaction on work discipline both directly and indirectly through continuance commitment. The complete calculation results can be explained in table 3 below:

Table 3. Calculation results for Path Analysis

Path Analysis	Coefficients	Mean	SD	T Statistics	P Value
Commitmentt Continue -> Discipline	0.547	0.563	0.127	4.317	0.000
Satisfaction - >Commitmentt Continue	0.742	0.749	0.048	15.531	0.000
Satisfaction -> Discipline	0.298	0.285	0.134	2.214	0.027

The calculation results show that the effect of continuance commitment on work discipline proved significant with p-value 0,000. The impact of satisfaction on continuance commitment is determined to be significant with a p-value of 0.000. The influence of Satisfaction on work discipline was proven to be significant with a p-value of 0.027.

Sparrow, Shipton, Budhwar & Brown (2016) stated that employees who are committed to the work unit show the active recognition and involvement of employees in the work unit. Employees who are committed to work units are more likely to stay afloat than employees who are not committed. Commitment is a condition where employees take sides and care for a particular organization and its goals and intend to maintain its membership in that organization. Forms of employee alignments and concerns can do in various ways, such as engaging in organizational activities, reducing time wasted in work, and reducing the possibility of leaving the work environment.

So it can be concluded that the success of an organization or organization is highly dependent on employee behavior. And this behavior does not occur by itself, but some encourage work attitude as seen from job satisfaction and continual employee commitment that has an impact on employee work discipline. And that attitude depends on the place where they are placed to work. In other words, it can be stated that there is generally a positive attitude from employees due to fair and reasonable treatment of the organization to employees, where human resources are one of the most essential assets in the organization which is also an organizational partner in carrying out regulatory activities, because they who produce and carry out the work.

The results of this study support previous research which shows that there is an effect of job satisfaction on commitments (Salehi & Gholtash, 2011; Domínguez-Falcón, Martín-Santana & De Saá-Pérez, 2016) and on employee work discipline. (Hirschfeld & Feild 2000).

CONCLUSIONS AND SUGGESTIONS

The results showed that there was a significant influence of job satisfaction on work discipline mediated by commitment continuance. This result indicates that a feeling of satisfaction with the work done will be able to improve the discipline of work that can be driven by continuance commitment owned by employees. Enhance employee job satisfaction, and the company can provide excellent service to employees by providing work variations, adequate rewards, and a conducive work environment so that it is expected to improve employee work discipline and be driven by feelings of partisanship and high loyalty from employees.

In this study, there are still some limitations; namely, the approach to use non-parametric will be better if the method used with the parametric approach.

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